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Value Solidity

This study aims to determine what is valued most in public and private sector organizational decision making. Despite the recent attention to the values and norms that guide organizational conduct and the extent to which these values and norms are intermixing and converging between government and business, not much empirical data is available on which values characterize which sector. The research outcomes show that just as some important classical differences emerge, a number of similarities between the public and private sector appear to result in a common core of organizational values. Furthermore, the data support neither increasing adoption of business values in public sector organizations nor flirtation with public values in the business sector. This result contradicts expectations in the literature on New Public Management and Corporate Social Responsibility, suggesting public-private value intermixing. Value solidity seems the dominant feature in both sectors. Additional analysis shows that "publicness," the extent to which an organization belongs to the public or the private sector, strongly determines value preferences. Sectoral, organizational and situational factors also strongly influence when, how and to what extent specific values can be and are important in administrative and corporate decision making.

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Zeger van der Wal

Value Solidity

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Differences, Similarities and Conflicts Between
the Organizational Values of Government and Business

Zeger van der Wal

